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# **The Influence of Work Motivation, Work Environment and Work Discipline on the Performance of Employees of the Human Resources Development and Personnel Agency of North Toraja Regency**

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## **ABSTRACT**

The aim of this study is to determine whether there is an influence of Work Motivation, Work Environment, and Work Discipline on Employee Performance at the Human Resources and Development Agency of Toraja Regency. The data collection procedures in this study include observation, questionnaires, and documentation. The method used in this study is a quantitative method with multiple linear regression analysis processed using SPSS 26. The sampling technique used by the researcher is the census method (total sampling), where the entire population of 31 members is used as the sample. The t-test results show that for the Work Motivation variable, the t-value is greater than the t-table value ( $10.860 > 2.05183$ ), for the Work Environment variable, the t-value is greater than the t-table value ( $3.980 > 2.05183$ ), and for the Work Discipline variable, the t-value is greater than the t-table value ( $3.233 > 2.05183$ ). The conclusion of this study is that Work Motivation, Work Environment, and Work Discipline have a positive and significant influence on employee productivity.

**Keywords:** Work Motivation; Work Environment; Work Discipline; Employee Performance

## **INTRODUCTION**

Human resources (HR) are an essential component for every organization, company, or government institution, given their crucial role as the driving force behind these entities. HR must also be supported by facilities and infrastructure that can enhance employee performance, making the quality of human resources a priority in order to create a successful organization (Bercu & Grigoruță, 2012; Gassing et al., 2015; Irikannu, 2018). This shows that HR is the key element that an organization must focus on. As a primary factor, HR will determine the success of the organization's activities in achieving its goals (Ahmad & Mir, 2012; Baum, 2015; Pynes, 2008; Ukpai, 2022).

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The success of an organization or government agency is a reflection of high employee performance. Employee performance is the outcome or level of achievement of an individual's work over a specific period in accordance with their respective duties and responsibilities. This performance is a personal attribute that enables an individual to produce what is required and expected by an organization or agency. Performance is the ability and action generated by an individual in a particular situation (Lengnick-Hall et al., 2011; Medvedev et al., 2018; Nugroho et al., 2021). To ensure that employees can deliver optimal work as expected by an organization or government agency, motivation is needed, both from within themselves and from their superiors, for both long-serving and newly-joined employees. In addition, a good work environment and the implementation of discipline among employees are crucial factors that can enhance performance.

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Work motivation arises from within a person due to a desire to achieve specific goals. Work motivation refers to the encouragement given by someone to others or oneself, with the intention of improving their performance (Lepak et al., 2006; Sanyal & Sett, 2011; Smith et al., 2018; Snell et al., 2015). The work environment encompasses everything surrounding individuals that can influence them in the workplace. It is the setting where employees perform their daily tasks (Southalan, 2011). A positive work environment can have a beneficial effect on employees, as a supportive environment enables employees to feel safe and comfortable while completing their tasks, thereby improving their performance.

Work discipline is also one of the key factors in an organization or government agency. Work discipline refers to the attitude of respecting, appreciating, obeying, and adhering to applicable regulations, whether written or unwritten, and being willing to accept sanctions if one violates the duties and authority given to them (Zafar et al., 2019). Enforcing work discipline is vital for the government, as it ensures that employees will complete their tasks and responsibilities effectively, which will lead to high performance and benefits for the organization or agency.

The Human Resources and Development Agency (BKPSDM) is a government institution tasked with formulating, developing, and controlling policies related to personnel planning, information management, HR development, mutation, and employee welfare and performance. The Human Resources and Development Agency (BKPSDM) is a governmental entity responsible for HR and development under the supervision of and reporting to the regent through the regional secretary.

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This study focuses on the Human Resources and Development Agency (BKPSDM) of North Toraja Regency. In carrying out its duties, BKPSDM North Toraja performs functions and authorities related to managing human resources and personnel within the government of North Toraja Regency. BKPSDM North Toraja has the responsibility to assist the regent in implementing government tasks and functions within the scope of HR and development.

Based on preliminary observations conducted by the researcher at the BKPSDM office in North Toraja Regency, it was found that motivation levels in the agency are still lacking, both from employees themselves and from their superiors. Recognition and appreciation are still minimal, causing employee motivation to decline. The work environment also contributes to reduced employee performance, as the BKPSDM office lacks attention to workplace comfort. Besides motivation and the work environment, another factor that can affect employee performance is work discipline. In the BKPSDM office, adherence to existing regulations is still

low. These recurring issues within the agency can lead to a decline in employee performance, potentially hindering the agency from achieving its intended goals.

Based on the background above, the author is interested in conducting research titled *The Influence of Work Motivation, Work Environment, and Work Discipline on Employee Performance at the Human Resources and Development Agency (BKPSDM) of North Toraja Regency*.

## METHOD

The type of research used is Quantitative Research. The type of data used in this study is primary data. Primary data was obtained by distributing a list of statements (questionnaire) to employees at the BKPSDM office in North Toraja Regency. The population is a generalization area consisting of objects/subjects with certain qualities and characteristics set by the researcher to be studied and concluded (Creswell, 2014; Creswell & Creswell, 2017). The population in this study includes all employees at the BKPSDM office in North Toraja Regency, totaling 31 employees. In this study, the sampling was conducted using a total sampling (census) technique, where all members of the population were used as samples. Thus, the sample in this study consists of 31 employees.

The data collection procedures used in this study include observation and a questionnaire. Observations were carried out through direct observation of the research object, which is the BKPSDM office in North Toraja Regency, and the researcher directly distributed questionnaires to the employees of the BKPSDM office in North Toraja Regency. For the questionnaire, the researcher used a Likert scale.

The data analysis method involves grouping data based on variables and respondent types, tabulating data by variables for all respondents, presenting data for each variable studied, performing calculations to answer the research questions, and performing calculations to test the proposed hypotheses (Creswell & Clark, 2017). In this study, the calculations were done using the SPSS (Statistic Program for Social Science) version 26. The data analysis methods used include Research Instrument Tests (Validity Test, Reliability Test), Classical Assumption Tests (Normality Test, Multicollinearity Test, Heteroscedasticity Test), and Hypothesis Tests (Coefficient of Determination, Correlation Coefficient, and Multiple Linear Regression).

## RESULTS AND DISCUSSION

### Result

Based on the analysis conducted in this study, several important findings can be identified. First, the validity and reliability tests of the instruments show that all instruments used to measure the research variables, namely Work Motivation, Work Environment, Work Discipline, and Employee Performance, are proven to be valid and reliable. The results of tests on 31 respondents indicate that all items on these four variables meet the criteria for validity and reliability, making the instruments suitable for accurate data collection.

The normality test was performed using the One-Sample Kolmogorov-Smirnov Test, and the analysis results show that the data are normally distributed. The Asymp. Sig. (2-tailed) value of 0.200 is greater than 0.05, indicating that the research data meet the normality assumption. This is important because the normality test is a prerequisite for further statistical analyses such

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as regression and multivariate analysis. Meanwhile, the multicollinearity test shows that there is no multicollinearity symptom among the independent variables used in this study. All independent variables, namely Work Motivation, Work Environment, and Work Discipline, have Variance Inflation Factor (VIF) values below 10 and tolerance values above 0.1. This indicates that the independent variables can be used in regression analysis without any multicollinearity issues.

The heteroscedasticity test was conducted using the Glejser method, and the results show no heteroscedasticity symptoms in the regression model. The Work Motivation, Work Environment, and Work Discipline variables each have significant values greater than 0.05, which leads to the conclusion that these variables do not exhibit heteroscedasticity. This indicates that the residual variance in the regression model is constant, and the model used is appropriate.

Furthermore, the coefficient of determination (R Square) resulting from the regression analysis shows that Work Motivation, Work Environment, and Work Discipline collectively contribute 96.8% to Employee Performance. This indicates that the regression model used is highly effective in explaining the variation in the dependent variable, namely Employee Performance. The remaining 3.2% is explained by other variables not included in this study.

The results of the multiple linear regression test indicate that the three independent variables, namely Work Motivation, Work Environment, and Work Discipline, have a positive and significant effect on Employee Performance. The regression coefficients for each variable show that increases in Work Motivation, Work Environment, and Work Discipline will significantly improve Employee Performance. This implies that efforts to increase motivation, provide a good work environment, and enforce strong work discipline will positively impact employee performance in the government agency studied.

### Discussion

Based on the results of the multiple linear regression test, where  $b_1$  (the regression coefficient of Work Motivation) is 0.670, it shows that the Work Motivation variable has an effect on Employee Performance. This means that any increase or decrease of one unit in the Work Motivation variable will affect Employee Performance at BKPSDM, North Toraja Regency, assuming that other variables are not examined in this study. Furthermore, the t-test results also show that the significance value for the Work Motivation variable is  $0.000 < 0.05$ . The calculated t-value for the Work Motivation variable is 10.860, while the t-table value is 2.05183, meaning that  $t\text{-calculated} > t\text{-table}$ . Thus, it can be concluded that  $H_1$ : Work Motivation has an effect on Employee Performance at BKPSDM, North Toraja Regency.

From the tests conducted, it can be concluded that Work Motivation affects Employee Performance. This can be seen from the fact that employee motivation is a driving factor in achieving success, and having a good relationship with colleagues and superiors provides motivation in carrying out their work. Motivation is a factor that drives someone to engage in a certain activity; therefore, motivation is often interpreted as a driving factor of one's behavior (Behrens & Patzelt, 2018). This indicates that to improve performance at BKPSDM, North Toraja Regency, Work Motivation within each employee is needed as a driving force in carrying out their duties and responsibilities.

This study aligns with the research conducted by (Nicolescu & Lloyd-Reason, 2015), as this research shows that the stronger the work motivation, the higher the employee performance.

This means that any increase in employee motivation will significantly enhance employee performance in performing their duties.

Based on the results of the multiple linear regression test, where  $b_2$  (the regression coefficient of Work Environment) is 0.165, it shows that the Work Environment variable has an effect on Employee Performance at BKPSDM, North Toraja Regency. This means that any increase of one unit in the Work Environment variable will affect Employee Performance at BKPSDM, North Toraja Regency, assuming that other variables are not examined.

The t-test results also show that the significance value for the Work Environment variable is  $0.000 < 0.05$ . The calculated t-value for the Work Environment variable is 3.980, while the t-table value is 2.05183, meaning that  $t\text{-calculated} > t\text{-table}$ . Thus, it can be concluded that  $H_2$ : Work Environment has an effect on Employee Performance at BKPSDM, North Toraja Regency.

Based on the research results, it can be concluded that the Work Environment variable affects Employee Performance at BKPSDM, North Toraja Regency. This can be seen from the fact that many employees say that comfort in the workplace is one of the factors that support the completion of tasks. Additionally, the institution always pays attention to the welfare of employees and strives to create a pleasant and productive work environment. The Work Environment includes everything surrounding the employees that affects them in carrying out and completing their tasks within a certain area (Papilaya *et al.*, 2015). This shows that providing comfort for employees in their work requires a good and comfortable Work Environment to improve Employee Performance. This is supported by the fact that most BKPSDM employees dominantly agree or strongly agree.

This study aligns with the research conducted by (Hasim *et al.*, 2021; T. Rajeswari & Dr. P. Palanichamy, 2012), which found that the Work Environment affects Employee Performance. It can be seen that a conducive work environment facilitates employee activities and maintains their enthusiasm in performing their tasks. With a good work environment, collaboration can be fostered, encouraging effective and efficient employee participation.

Based on the results of the multiple linear regression test, where  $b_3$  (the regression coefficient of Work Discipline) is 0.203, it shows that the Work Discipline variable has an effect on Employee Performance. This means that any increase or decrease of one unit in the Work Discipline variable will affect Employee Performance at BKPSDM, North Toraja Regency, assuming that other variables are not examined in this study.

The t-test results show that the significance value for the Work Discipline variable is  $0.003 < 0.05$ . The calculated t-value for the Work Discipline variable is 3.233, while the t-table value is 2.05183, meaning that  $t\text{-calculated} > t\text{-table}$ . Thus, it can be concluded that  $H_3$ : Work Discipline has an effect on Employee Performance at BKPSDM, North Toraja Regency.

From the research results, it can be concluded that the Work Discipline variable affects Employee Performance at BKPSDM, North Toraja Regency. This can be seen from respondents' answers, where several employees stated that adherence to existing rules affects both performance and reputation at the workplace.

Based on the simultaneous test, it was found that Work Motivation, Work Environment, and Work Discipline together influence Employee Performance at BKPSDM, North Toraja Regency, where  $F\text{-calculated}$  is 268.536  $>$   $F\text{-table}$  is 3.35, with a significance value of  $0.000 < 0.05$ . The questionnaire results distributed to respondents show that employee performance is influenced by work motivation, which is crucial for employees in performing their tasks. If employee motivation is high and good, their performance will also be good. In addition, employee performance is also influenced by the work environment, which is essential because

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38 employees are directly connected to their work environment when carrying out their tasks and responsibilities. A good and comfortable work environment will enhance employee performance. 42 Work discipline is also a driving factor for employee performance, as employees who are disciplined in time, rules, and responsibilities will perform well and give their best to the institution.

12 This study aligns with the research conducted by IDG (Johari et al., 2019), which found that Work Motivation, Work Environment, and Work Discipline have a simultaneous effect on performance. The three independent variables together can influence the dependent variable. If the institution can provide a conducive work environment supported by good work motivation and work discipline, the three will collectively impact employee performance.

### CONCLUSION

22 14 This study demonstrates that Work Motivation, Work Environment, and Work Discipline each have a significant effect on employee performance at the Office of Personnel and Human Resource Development (BKPSDM) in North Toraja Regency. Specifically, the Work Motivation variable has a positive influence on employee performance, as does the Work Environment and Work Discipline variables. Additionally, the combined influence of Work Motivation, Work Environment, and Work Discipline simultaneously impacts employee performance, indicating that these factors collectively contribute to enhancing performance at BKPSDM North Toraja Regency.

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